

Employees Engagement in the Sharia Perspective: Antecedent and Effect on Employee Performance on Sharia Banks in Makassar City

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Abstract:-This study aims to examine the effect of Employee Engagement in perspective shariah as well as antecedent variable organizational commitment, meaningful work, leadership transformational towards Employee Performance. The study design used is cross-sectional study on 150 employees as a sample of 458 employees of Islamic Banks in Makassar.

Data analysis model used is SEM PLS analysis through AMOS program. Results of analysis indicates that Employee Engagement positively and significantly affect Employee performance with Value (T-count> Ttable or 6,651958> 1,6094. In addition, only organizational commitment which have a significant effect on the performance of employees, while meaningful work and leadership transformational effect is not significant on employee performance. But the commitment variable organization, meaningful work, and transformational leadership have a significant effect on employee performance through employee engagement.

Keywords:-Employee Engagement, Organizational Commitment, Meaningful Work, Leadership Transformational, Employee Performance.

I. BACKGROUND

The determinants of success and achievement of organizational goals are always related to their human resources. It makes the employee's attitude becomes an important thing to be noticed by organization. One of the work attitudes that best contribute as a performance predictor organization is engagement (Dalal, Brummel, Baysinger, & LeBreton, 2012).

Engagement associated with the state of mind that is characterized by strength (*vigor*), absorption (*absorption*), dedication, Kahn (1990); Maslach et al (2001); May et al (2004); Rothbard (2001); Salanova et al (2005) which

ultimately affects organizational effectiveness. *Engagement* of employees as a *core* strategy of the organization to encourage performance. Engagement will strengthen the energy, identification, passion, dedication and success in work (Schaufeli, Salanova, Gonzalez-Roma & Baker, 2002).

Engagement is an expression of one's desired with regard to the behavior of their duties, which connects his work with personal existence (physical, cognitive, and emotional) and roles self intact. The physical, cognitive, and emotional dimensions are expressed through self-expression show identity, thoughts and true feelings (Kahn, 1990).

Gallup Management Consultants (2006) reveals that engagement is employee behavior work with passion, there is a deep relationship with the company. Engagement is the willingness and ability of employees to help the success of the company consistently by providing discretionary work on the job (Towers Perrin 2005).

Towers Perrin (2007-2008) estimates that 84% of *engaged* employees believe that they can affect product quality compared to only 31% of employees not *engaged*. Then 59% of *engaged* employees found to have an intention to stay with the same organization, compared with only 24% of employees are not *engaged*. Thereby Similarly, among the 90,000 employees, Towers Perrin (2007-2008) report that employees are *engaged* contribute to better organizational financial performance, by recording operating profit margins 5.57% higher and net profit margin is 3.44% higher than the employees who are not *engaged*. This study also found that companies with highly *engaged* employees tended to increase operating income of the organization by 19%, and increase the income per share 28% from year to year.

Furthermore, based on data from the international management consulting firm Survey Research-ISR (2006) findings from 41 companies, employees involved (employee engagement) making a difference from an organization's

ability to compete effectively, and help improve the performance of a significant business unit by affecting some outcomes (Wellins, Bernthal & Phelps, 2005). These results include lower turnover, low absenteeism, loyalty higher employees and higher customer satisfaction.

Academic research also reflects the high interest in employee engagement (Kahn, 1990; Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002; Saks, 2006; Chalofsky & Krishna, 2009; Christian, Garza & Slaughter, 2011; Schaufeli & Salanova, 2011; Serrano, Wefald, & Reichard, 2011). This interest is largely driven by a desire to concentrate on the positive aspects of employees who are dealing with human strength, optimal functioning and *well-being* (Diener, Suh, Lucas & Smith, 1999; Bakker & Schaufeli, 2008; Bakker, 2009).

Globally (BlessingWhite, Towers Perrin and Gallup, 2009) gives an overview contradictory, that globally, only a fifth of the employees engagement in his job, the level of engagement continues to decline and impact on productivity decline company. This finding is also supported by the report of Towers Perrin (2007-2008) indicating that 80% of losses in each of the company caused by employees who do not engaged.

In general, companies in Indonesia face problems in retaining employees high achievers (top performing employees). Even the problem is higher than most Asia Pacific countries. Another problem facing companies in Indonesia is retain employees with specialized skills (critical skilled employees) and potential employees (high potential employees). Based on the survey results of the 2007/2008 Global Strategic Rewards conducted by Watson Wyatt, losing high-performing employees and skilled employees specifically in the banking sector between 6.3% - 7.5% while industry employees generally only range 0.1% - 0.74%.

Branhan (2005) in his book, "The 7 Hidden Reason Employees Leave. How to Recognize the Subtle Signs and Act Before it's too Late "say that more than 85% of managers believe that employees leave the company because they are attracted to a larger salary or opportunity better. However, over 80% of employees say that the factors that make them get out of the company for being driven by matters relating to poor management practices or weak corporate culture including values, norms, ethics in employee work behavior.

Employee engagement is thus not only makes employees contribute more, but also higher loyalty thus reducing the desire to leave company voluntarily (Macey & Schneider, 2008). Therefore, the driving *engagement* studied in this research is the importance of organizational commitment, transformational leadership, and meaningfulness in work. Departing from the various theories and results of empirical research that have been described above, it will developed a form of research to assess employee engagement in the perspective of sharia, organizational commitment,

meaningfulness, and transformational leadership towards employee performance.

A. Problems

Reviewing employee engagement in sharia perspective, organizational commitment, meaningfulness, and transformational leadership on employee performance.

II. LITERATURE REVIEW

A. Employee Engagement

Perrin's Global Workforce Study (2003) defines employee engagement as employee willingness and ability to contribute to the company's continued success constantly. Employee engagement was first introduced by the Research Group Gallup in 2004.

Gallup defines employee engagement as a role and antisisme to work, as well associated with a positive sense of emotional attachment and employee commitment (Dernovsek, 2008), as a combination of cognitive and emotional antecedent variables in the workplace (Harter, et al., 2002). While Robinson, et al (2004) defines employee engagement as a positive attitude owned employees against the organization where he works and the values that are owned by the organization the. Thus, the concept of employee engagement, there is a two-way relationship between employees with the company.

In addition to the above definition, some researchers added other elements in the concept of employee engagement as feeling proud to be part of the company, proactive in initiating and seeks the opportunity to make the best contribution, even though that element will make the scope of the concept of employee engagement is becoming more widespread (Macey and Schneider, 2008; Robinson et al., 2004).

Engagement is defined as positive work, fulfillment, job related state of mind, most often marked by passion, dedication and absorption (Schaufeli, Salanova, González-Roma & Bakker, 2002, p. 74).

Dimensions strength is a component of physical engagement in work, Chughtai and Buckley (2008) postulates that a higher level of enthusiasm increases readiness individuals to devote effort in their work by not becoming easily tired, and developing a tendency to remain firm in the face of difficult tasks or failures.

Dimensions dedication is an emotional component of work engagement, and are often characterized as putting one's heart a person in employment (Schaufeli *et al.*, 2002). Other than that, describes an individual's strong feelings with their work (Chughtai & Buckley, 2008), and also includes a feeling of enthusiasm, passion, pride and challenge (Schaufeli *et al.*, 2002). In addition, the involvement of individual psychological dedication shows in their work,

combined with the feeling means (Geldenhuy, 2009; Schaufeli *et al*, 2002).

B. Employee Engagement in Sharia Perspective

Surah Al-Qasas Verse 26 gives a signal that work must be physically strong and high spirit (vigor), professional and earnest, honest and trustful (dedication). Thereby also surat *Al-Qashas: 77* Allah SWT requires that for a Muslim to invest themselves well physically and mentally at work, it is compatible with the spirit indicator (vigor) namely the involvement of physical *engagement* with all the strength they have.

In Surat at-Taubah verse 105 Allah commands his people to work, because on the day The apocalypse later all the deeds done by every human will be confronted to Him, the apostles and the believers, therefore be sincere in doing something within work. Working seriously has a clutter with an indicator of engagement is dedication.

As Muslims perform their jobs as best as possible is to run the mandate who was entrusted to him (Al-Anfal: 27). Meaningful trustworthy can be trusted, if one the affairs handed over to him, undoubtedly everyone believes that the affair will be executed with as well as possible (professional). The word amanah there is kesatuan with indicators of engagement is dedication. In a word resourcefully known Hadith, which means the job seriously, accurate and his perfect). "(HR. Al-Thabrany). Surah Al-Jumu'ah verse 10 indicates that when you are worship then focus so too when you work. The verse is compatible with indicators of engagement, namely the absorption / appreciation when prayers then total / solemn in his prayer, as well as at work then total, focus or solemn in work. Therefore, an indicator of employee engagement in the view of sharia is as follows: investment of pious charity/vigor, mandate/dedication, solemn/absorption, and value of worship.

C. Employee Performance

Benett Silalahi (2004) states employee performance is an expression of skill intervention, skills and expertise in order to increase productivity that can be measured and assessed. Performance which is often called the performance or result (Cash & Fischer, 1987) which means that what has been generated by individual employees; Clugston *et al*. (2000) employee performance as quality and quantity of achievement of tasks, whether conducted by individuals, groups or companies. Level the extent to which someone in performing job duties is called the level of performance (Vroom, 1964, in Baron & Greenberg, 1990). In connection with the understanding of the job This performance is often encountered terms have almost similar meanings, for example: proficiency, merit and productivity.

Masi and Robert (2000), states that implies greater proficiency because includes aspects effort, job performance, initiative, loyalty, leadership potential and morale. Work productivity is the ratio between input and

output. Then Hadari (2001) states that employee performance is the sum of the work, that is the result of the implementation of a good job which physical and non physical. While Vroom., 1964 (in Schermerhorn, Hunt & Osborn, 1991) provides a limitation that employee performance is a measure of degree completion of tasks that accompany individual work. Bernardin & Russel (1993) provides limits on employee performance as quoted Gomes (2003) generated a record *outcome* of a particular job function or activity during a certain period. Employee performance is an action or performance of a measurable task.

The job performance standard determines the level of job performance expected from the holder such work and criteria to what extent job success is measured. Job performance standards make explicit the quantity and quality of performance expected in the defined basic tasks previously in job descriptions, usually through some questions that are deemed to be accepted and achievable for a particular job (Gomes, 2003).

Koopman L., *et al*. (2014) in his book " Measuring Individual Performance Work " Defines individual performance (IWP) as a behavior or action relevant to the goal organization (Campbell, 1990). Koopman further divides the performance of individual employees into three elements of task performance, contextual performance, and counterproductive performance. Performance assignment is defined as proficiency with Where individuals perform tasks or technical substantive core of a work (Campbell, 1990).

Contextual performance is defined as behavior that supports the organization's social, and environmental psychological in performing substantive tasks or core technical work (Motowidlo, *et al.*, 1993). Behavior counterproductive work is defined as a behavior that harms the welfare / success of the organization organization (Rotundo M, 2002).

Based on the theories that have been put forward by some experts above then in this study, the measurement of individual employee's performance adopted the opinion of Koopman L., *et al*. (2014), namely performance indicators of tasks, contextual performance, and counterproductive performance called with Individual Work Performance Questionarri (IWPQ). Basis of consideration using this indicator because it is considered capable of providing an adequate assessment of individual employee performance concrete and complete, and have a test that has been tested the level of validity and reliability, and many researchers in the world are using IWPQ as a measuring tool to assess individual employees performance include Palvalin, M ., *et al*. (2015), Nguyen, *et al*. (2014), Mshellia PS, Dr. Malachy, Prof Sabo, B. (2016).

D. Organizational Commitment

Organizational commitment is a reflection of one's feelings toward his organization, recognition about the price to pay when leaving the organization and the moral responsibility to remain are in the organization (Meyer and Allen, 1991).

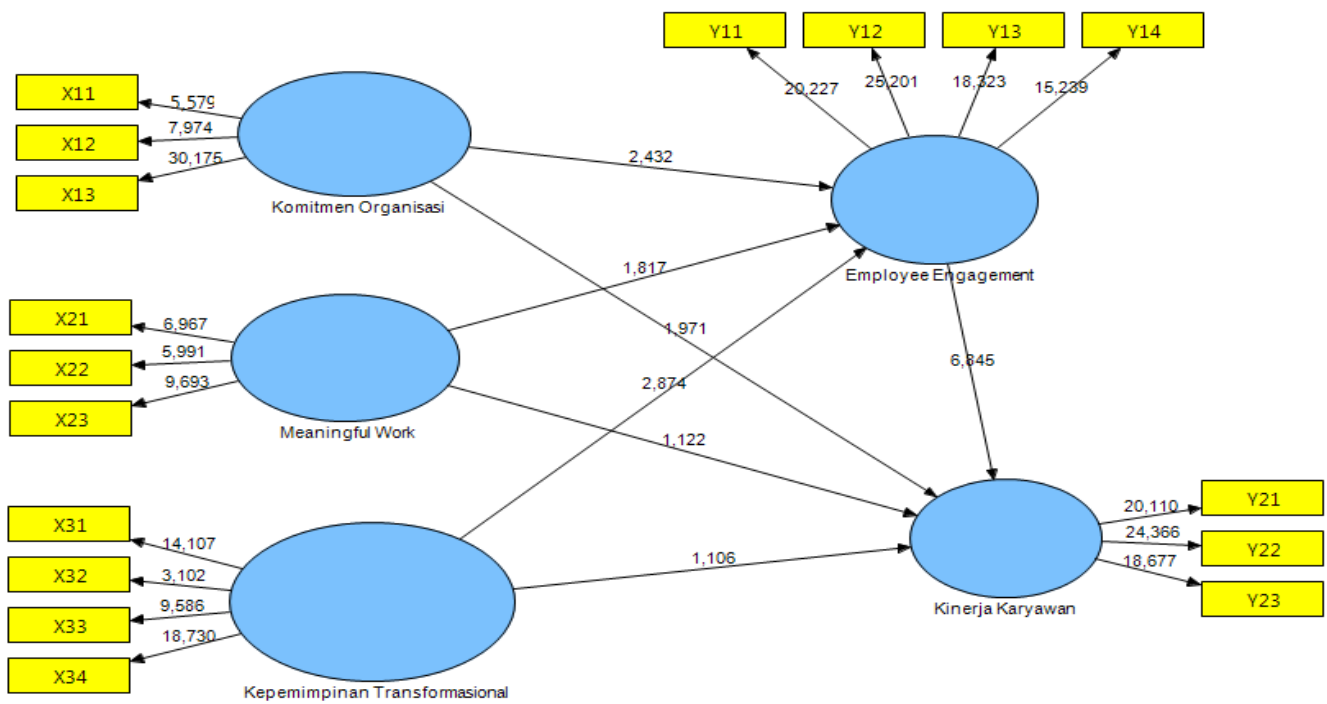
According to Meyer and Allen (1991) there are three components of the model of organizational commitment, that is a). Affective commitment, describes the affective orientation of the individual. Employees who have a strong affective commitment will tend to engage and enjoy membership in organization. Affective Commitment occurs when employees want to be part of the organization because of it emotional attachment. b) Continuance commitment, namely "Refers to commitment based the cost that the employee associates with leaving the organizational ". This commitment leading to the tendency of employees not to leave the organization. The compensation can reduce employee attractiveness to other external opportunities (Jaros, et al. 1993).

III. RESEARCH METHOD

In accordance with the problems raised in this study, the research design used is explanatory research or confirmation of research that aims to explaining the causal relationship between variables through the survey (Rahayu, 2005). The approach used is a descriptive or causal analysis. A descriptive approach is a study to discover facts through appropriate interpretation and can be useful as a problem solution. While research kusal is to examine a variable or more that becomes the determinant of other variables.

Survey method used in this research, that is method utilizing inner questionnaire primary data collection. Data analysis method used is descriptive analysis method and statistical analysis SEM-PLS using SmartT PLS.

IV. RESULT AND DISCUSSION



A. Hypothesis Testing Results

Based on the results of hypothesis testing obtained the following Conclusions

- Organizational Commitment → Employee Engagement = Significant (Thitung> Ttable or 2.237998> 1.6094
- Meaningful Work → Employee Engagement = Significant (T-count> T-table or 1,624652> 1,6094
- Transformational Leadership → Employee Performance = No Signiifikan (T-count <Tabel or 1.193948 <1.6094
- Transformational Leadership → Employee Engagement = Significant (T-count> T table or 2.904082> 1.6094
- Organizational Commitment → Employee Performance = Significant (T-count> Ttable or 1.728804> 1.6094

- Meaningful Work → Employee Performance = No Signiifikan (T-count <Tabel or 1.033958 < 1.6094
- Meaningful Work → Employee Engagement = Significant (T-count> Ttable or 1,624652> 1,6094
- Employee Engagement → Employee Performance = Significant (T-count> Ttable or 6.651958> 1.6094

Based on the facts that become the findings in this study, the hypothesis testing performed to answer whether the proposed hypothesis is acceptable or rejected. The level of estimation significance parameters in hypothesis testing are set at 95% or $\alpha = 0.05$ or T-count Value> T- table, T-table value is 1.6094 as follows:

H 1 :The Effect of Organizational Commitment To Employee Engagement

Organizational commitment significantly influence employee engagement can be proved with the value $T\text{-count} > T_{\text{tabel}}$ or $2.237998 > 1.6094$, meaning that high organizational commitment will improve employee engagement in Islamic banks. This is in line with the opinion of Ashraf (2012) that increase employee commitment to the maximum level, by understanding the importance of the work of employees will increase *engagement* in the work.

Yousef (2000), the commitment is the relative strength of individual identification relation by *engagement* in the organization, the higher the stronger commitment *engagement*. Richard M. Steers (Sri Kuntjoro, 2002) defines organizational commitment as a sense of identification (trust to the values of the organization), so as to create *engagement* (willingness to try his best for the sake of the organization) and loyalty (desire to remain a member of the organization concerned) which is expressed by an employee of the organization. The higher the value employees become part of the organization, the more likely they are to stick with organization (Boon & Arumugam, 2006).

Organizational commitment, as the relative strength of an individual's identification and involvement in organization, a strong bridge between *engagement* and organizational performance. Vilela et al (2008) stated that a strong individual relationship between personal values or engaged in the organization, has a level higher organizational commitment.

Then Morrow, Mc Elroy and Blum (1988), organizational commitment to develop three interconnected attitude towards the organization. Three such attitude is a). comprehension or appreciation of the objectives of the company (*identification*), b). Feeling engaged in a job, work is fun, c). Feelings of loyalty, the company is the workplace and place stay. Development means creating an attitude of commitment engaged. Richard M. Steers (Sri Kuntjoro, 2002), the commitment as a sense of identification (the belief organizational values), so as to create *engagement* (willingness to do my best for the sake of interests of the organization). Macey, Schneider, Barbera, Young (2009) Creating a high commitment means achieving the purpose of *engagement*. Nik et al, (2004) expressed the commitment cause a person's behavior in place increasing labor effort, dedication, cooperation, responsibility, social relations and creativity and *engagement*.

H 2 : Effect of Meaningfull Work on Employee Engagement

The second hypothesis testing work meaningfull effect on employee engagement can evidenced by the value $T\text{-count} > T_{\text{tabel}}$ or $0.197698 > 1.6094$. This means that if employees feel that meaningful work for him it will strengthen the employee engagement in Islamic commercial bank in the

city of Makassar. Thus the higher meaningfull work then will increase employee engagement is high. Hypothesis testing results indicate that *Meaningfull work* positive and significant effect on the *engagement* of employees, which means an increase meaningfulness of work on employees will increase employee engagement in Islamic banks.

In connection with the concept of employee engagement proposed by Kahn (1990), a psychological condition which affects a person when subjected to engage is psychological meaningfulness, availability, and safety. The third condition how the person is doing its part as an employee (Kahn, 1990). May, Gilson, and Harter (2004) and Rothman and Welsh (2013) conduct an empirical study of the theory of *engagement*, mediator, and antesedennya. In accordance with the results research Kahn (1990), psychological meaningfulness effect on employee engagement.

Likewise, Jacobs (2013) through the dissertation found that psychological meaningfulness, availability, and *safety* can affect the level of employee engagement someone. Kahn (1990) describes the psychological meaningfulness as feeling accepted from the energy use of physical, cognitive, and emotional. Someone felt meaningless if it is useful and valuable to the organization. Conversely, the lack of significance of the forming work feeling less expected to work in the role is also lacking can be developed. Meanings good self makes one feel inseparable work, commitment and engagement with the organization (Chalofsky & Krishna, 2009), as well as were able to improve their creativity (Meitar, Carmeli, & Waldman, 2009).

Chalofsky (2003) explains that the significance of the work as a union between a personal goal, the value of life, social relationships, and a variety of activities targeted a person's life. Steger, sister, and Duffy (2012) revealed that a significant feeling in his work is to make meaning the work itself so that it can provide an optimal contribution to the organization. There are three aspects represents psychological meaningfulness, ie positive meaning, meaning making through work, and the greater good motivations. These three aspects are explained that the meaningfulness of work obtained of working experience, how to build personal meaning of work and how work do have implications for others.

Several previous studies have also found that employee engagement related to psychological meaningfulness. Fairlie (2011) through empirical studies found that meaningfulness on the job was the best predictor for employee engagement. Involvement in work shows that the work is meaningful to someone also describes the *engagement* in Individual (Wollard & Shuck, 2011). Steger, Ovadia, Miller, Menger, and Rothmann (2012) found that the significance of the work is able to mediate the relationship between *employee engagement* and affective dispositions. Kahn (1990) explains that a person who has the engagement, psychological its meaningfulness higher than someone who has the disengagement.

H 3 : The Effect of Transformational Leadership on Employee Engagement

The third hypothesis testing the effect of transformational leadership on *engagement* employees can be proven with the value $T_{count} > T_{table}$ or $0.313197 > 1.6094$, meaning that leadership transformational employee engagement can encourage the formation of an Islamic commercial bank in the City Makassar. It can be concluded that the increased role of transformational leadership direction both unidirectional positive and tangible / significantly to increase employee engagement. so the hypothesis The third proposed, the better the higher the applied transformational leadership employee engagement can be accepted or supported by empirical facts.

Northouse (2004) define leadership as a process whereby an individual affects a group of individuals to achieve a common goal. An effective leader able to influence the attitude of followers to achieve organizational goals. Building a relationship between leader and / followers requires an appreciation of the leader's personal values of their who are willing to give their energy and talent to achieve common goals (Bass, 1985).

According to Bass (1985) four dimensions of transformational leadership are: the effect of the ideal, inspirational motivation, intellectual stimulation and individualized consideration. The fourth dimension allowing the leaders to behave provide role in the transformation process followers be individuals who are more successful and productive (Hay, 1995).

Bakker and Schaufeli (2008) found that employees who have positive interactions with their managers have increased the level of engagement . In addition, Cartwright and Holmes (2006) found that leaders who focus on building relationships and development confidence increase the level of engagement. The transformational leader is not is seen as a figure of power but of mutual support for the same purpose, either collective an organization. From this perspective, transformational leaders have the capacity to have an impact directly on the level of engagement of their employees (Nohria, Groysberg, & Lee, 2008). Bakker et al. (2011a) suggest that the relationship between transformational leadership and *engagement* of employees can have a different intensity under different conditions. But the study results Ghadi, Y., Fernando M., Caputi P (2013) confirm that the effect of transformational leadership to the attitude of the follower in *work engagement*. Further explained that there direct relationship between transformational leadership and work engagement portion mediated by the employees' perception of meaningful work. The findings are consistent with previous studies (Salanova et al, 2011; Tims et al, 2011) which further suggests that positive relationship between the follower and transformational leaders can increase engagement followers in more challenging work.

It was concluded that, because of the strong impact that transformational leaders to employees, there is a possibility that the influence of transformational leadership attributes of

engagement employees in the workplace. Therefore, the prevalence of employees strong, dedicated and absorption in work is expected to increase under the manager who displays leadership behavior transformational.

H 4: The Effect of Organizational Commitment to Employee Performance

The fourth hypothesis testing the effect of organizational commitment to employee performance can evidenced by the value $T_{count} > T_{table}$ or $0.362788 > 1.6094$, meaning that organizational commitment High able to improve the performance of Islamic commercial bank employees, so that the hypothesis can accepted or supported by empirical facts.

Organizational commitment as a sense of identification, engagement, and loyalty expressed by an employee of the organization to work together to improve performance (Steers in Yuwalliatin, 2006). Commitment is the relative strength of an individual's identification with *engagement* in relation to the organization's performance, retention and *turnover* (Yousef, 2000). Commitment Organizational as a sense of identification (the belief in the values of the organization), willingness to try my best in the interests of the organization and loyalty (desire to remain member organizations) are expressed by an employee of the organization to improve the performance (Richard M. Steers in Sri Kuntjoro, 2002). organizational commitment is a condition where an employee is very interested in the goals, values, and goals organization. Commitment to the organization means more than just formal membership, because include organizations like attitude and a willingness to seek a high level of effort for the organization for the attainment of the goal. Commitment is a condition in which those people feel proud of the organization and the extent to which they intend to remain with the organization willing to serve or to perform at a high level, recommend their organizations to others. Sopiah research results (2008) that is the level of organizational commitment trust and willingness of the employees receiving the purposes and remain in the organization. So a high commitment to improve performance.

Commitment is important for organizations because: (1) The effect on turnover. (2) Connection with the performance which assumes that individuals which share a commitment tends develop greater efforts on employment (Morrison, 1994). organizational commitment plays an important role for the improvement of performance (Benkhoff, 1997). organizational commitment strengthen the positive relationship between employee engagement and organizational performance (Mowday, Porter and Steers, 1982).

Then the results of this study support previous research some such, Yousef (2000) found that the commitment on the performance (retention and *turnover*). Richard M. Steers (Sri Kuntjoro, 2002) confirms the organizational commitment is conditions where the employees were very interested in goals, values, and goals of the organization so that the performance can be increased. Morrison (1994),

individuals who have the commitment tends developing a greater effort on performance. Benkhoff (1997) organizational commitment contribute to improved performance. Allen and Meyer (1990) considered organizational commitment as an important measure of the effectiveness of the organization and positively related to employee performance.

H 5 : Effect of Meaningfull Work on Employee Performance

The fifth hypothesis testing the effect of work motivation on employee performance is not proven empirically where the value $T_{hitung} > T_{tabel}$ or $0.021415 < 0.16094$, meaning that the meaningfulness of work (Meaningfull work) is not significant influence on employee performance on an Islamic commercial bank in Makassar city.

H 6 : The effect of Transformational Leadership on Employee Performance

The sixth hypothesis testing transformasioanl leadership influence on employee performance not proven empirically because T-count value $< T_{table}$ ie $1.19395 < 1.6094$ means that transformational leadership does not have a significant impact on employee performance but through employee engagement variables. The test results showed that the application of transformational leadership does not directly improve the performance of employees but through the establishment of employee engagement in Islamic commercial bank in the city of Makassar. Hypothesis testing showed that transformational leadership is not significant influence on the performance employees. This indicates that the effect is not significant transformational leadership but prior to the performance affects employee attitudes and behavior both towards his work and to his organization, in other words have a transformational leadership a major influence on the formation of a very strong bond on the employee to the organization namely the formation of *engagement* of employees.

There are some research results are in line with these findings, for example Salanova M et al, (2011) demonstrated transformational leadership to explain the performance of *extra-role* through self-efficacy and work engagement . As well as found a direct relationship between transformational leadership and work engagement . This means that supervisors with transformational leadership style can improve the performance of 'extra-role ' employees, leaders must build a sense of self-efficacy and strengthening the level of engagement in the workplace.

H 7 : Effect of Employee Engagement on Employee Performance

Testing the seventh hypothesis employee engagement influence on employee performance can be demonstrated empirically with values $T_{count} > T_{table}$ or $6.651958 > 1.6094$. These results indicate that employee attitudes and behavior as indicated by high employee engagement both on work and the organization will have a very significant

influence on the employee performance improvement Islamic commercial bank in the city of Makassar. The results of hypothesis testing indicates that the *engagement* of employees and a significant positive effect on employee performance.

This shows that employee engagement both at work and in the organization determine the performance of employees. Employees with *engagement* always has an effect positively to the success of the organization in the long term. A rtinya indicator of vigor, dedication, devout in work, and work as a form of worship proved successful engagement of employees with work that have an impact on improving performance in role and extra role, as well as lower counterproductive employee performance.

Employee engage ment to affect the quality of employment, increase job satisfaction, reducing the number of employees and lower absenteeism tendency to move work. This is because employees who have a degree of engagement that high have a high emotional attachment to the organization. High emotional attachment affects employees in completing the work (likely to have a satisfactory quality of work) and will adversely affects the employee's desire to leave the job / company. One of an important way to improve the process performance is to focus on developing employees engagement as drivers of improved performance (Jamie A, AM Saks, 2009).

Many studies show a positive correlation between *engagement* and performance (Xanthopoulou et.al., 2008) and found the *engagement* significantly associated with a number of consequences, including commitment, *turnover intention* , and performance (Halbesleben, 2010). Even Macey et al (2009) assert that the main determinat variables performance is *engagement* of employees. Mone and London (2010) shows that designing a management process to encourage the *engagement* of employees would leading to a higher increase of performance.

Theoretically, *engagement* of employees has been associated with job performance. According to Leiter and Bakker (2010 p.3-4), *engagement* work has broad implications for the performance of employees. energy and focus inherent in the *engagement* work allows employees to bring the full potential those with jobs. Based on a review of a number of theories, Demerouti and Cropanzano (2010) concluded that *engagement* can lead to increased performance as a result of a number of mechanisms. Halbesleben (2010) found that *engagement* is significantly related with a number of consequences, including commitment, turnover intentions, and performance.

V. CONCLUSION

Employee Engagement in sharia perspective making employees to always think positive towards work and organization, taking seriously the work, passionately, fervently in work and assumes that work is worship. Engagement of employees in perspective Sharia is the attitude of employee to invest himself physically, emotions,

thoughts as worship for the benefit of the company now and in the future.

- Providing basic configuration modeling the development of relations in the employee engagement Sharia perspective on employee performance by incorporating organizational commitment, meaningfulness of work (meaningfull work), and transformational leadership as a variable antesedennya.
- Provides empirical evidence that employee engagement in a sharia perspective function as an intervening variable that is a very big influence on employee performance
- Proving an integrated conceptual model in describing the meaningful work and transformational leadership are not significantly to the improved performance employees, but only affects the employee performance when there engagement is very strong among employees with work and the organization.
- Provides empirical evidence that transformational leadership is not directly affect the performance of the employee, but through the role of the variable employee engagement proven to improve employee performance.
- Provide empirical evidence that the meaningfull work are not able to improve employee performance, but was able to establish that employee engagement indirectly able to improve the performance of employees.

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